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PAGE 001

TOT: 300140Z DEC 82

DIRECTOR 426522

CONFIDENTIAL

STAFF 300139Z DIRECTOR 426522

TO: 

ADMIN PERS

SUBJECT: PERFORMANCE APPRAISAL

1. THE FOLLOWING INFORMATION IS THE SUBJECT OF AN OFFICIAL ORGANIZATION NOTICE SIGNED BY THE DEPUTY DIRECTOR AND CURRENTLY BEING DISTRIBUTED AT HEADQUARTERS.

2. THE ORGANIZATION'S PERFORMANCE APPRAISAL SYSTEM IS DESIGNED TO SERVE SEVERAL PURPOSES, NOT THE LEAST OF WHICH IS TO PROVIDE AN OFFICIAL RECORD OF EACH EMPLOYEE'S PERFORMANCE. IT IS EXTREMELY IMPORTANT TO ALL EMPLOYEES, AND TO THE ORGANIZATION, THAT WE HAVE AN HONEST AND EQUITABLE MEANS OF DETERMINING EMPLOYEES' VALUE TO THE ORGANIZATION, THEIR ABILITY AND POTENTIAL TO ADVANCE IN THEIR CAREERS, THEIR ELIGIBILITY FOR PROMOTIONS AND AWARDS, AREAS OF THEIR PERFORMANCE WHICH NEED CORRECTION, AND THE ORGANIZATION'S NEED FOR THEIR SERVICES. IN THIS CONNECTION, THE DIRECTOR HAS NOTED WITH DISMAY THE LARGE NUMBERS OF PERFORMANCE APPRAISAL REPORTS (PAR'S) WITH RATINGS AT THE 6 AND 7 LEVEL AND HAS LEARNED THAT PAR LEVELS OVERALL HAVE ESCALATED SIGNIFICANTLY. WE RECOGNIZE AND ACKNOWLEDGE THAT THE AVERAGE ORGANIZATION EMPLOYEE IS AN INDIVIDUAL WITH TALENT, QUALIFICATIONS, MOTIVATION, AND ATTITUDES GENERALLY ABOVE THE AVERAGE IN OTHER FIELDS OF EMPLOYMENT. GIVEN THE NATURE OF THE ORGANIZATION'S MISSION AND ITS CONTRIBUTION TO THE NATIONAL

CONFIDENTIAL

25X1

OUTGOING MESSAGE

CONFIDENTIAL

STAFF

82 0184308

ACR

PAGE 002

TOT: 300140Z DEC 82

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SECURITY OF THE COUNTRY, IT IS VITAL THAT ORGANIZATION EMPLOYEES BE OF THE HIGHEST CALIBER. OUR EMPLOYMENT AND PROCESSING MECHANISMS ENSURE THAT WE SELECT THE BEST. NONETHELESS, IT APPEARS THAT THE "AVERAGE" ORGANIZATION EMPLOYEE IS BEING RATED IN THE PERFORMANCE APPRAISAL SYSTEM MUCH HIGHER THAN THE ORGANIZATION "AVERAGE" EMPLOYEE SHOULD. THIS RESULTS IN UNREALISTIC EVALUATIONS AND UNREALISTIC EXPECTATIONS, AND HAS THE HARMFUL EFFECT OF DILUTING ALL THE RATING LEVELS, RENDERING THEM MEANINGLESS. IN THIS ENVIRONMENT NOT ONLY IS IT ALMOST IMPOSSIBLE TO PROVIDE HONEST FEEDBACK TO EMPLOYEES ABOUT THEIR PERFORMANCE, IT IS ALMOST IMPOSSIBLE TO MAINTAIN THE INTEGRITY OF THE AWARDS WHICH ARE MEANT TO RECOGNIZE SPECIAL AND HIGH-LEVEL PERFORMANCE. A MAJOR PURPOSE OF THE RATING AND THE RESPONSIBILITY OF THE RATER IS TO IDENTIFY WHERE PERFORMANCE CAN BE IMPROVED AND GUIDE THE PERSON BEING RATED IN THAT DIRECTION. INFLATION OF RATINGS BLURS AND IMPEDES THIS PROCESS. THUS, OVERRATING CASTS A REFLECTION ON THE PERFORMANCE OF THE RATER.

3. IN AN EFFORT TO HALT THIS UPWARD ESCALATION OF RATINGS, WHICH WORKS TO THE DETRIMENT OF THE ORGANIZATION AND ALL OF US, THE DIRECTOR WANTS TO EMPHASIZE TO ALL EMPLOYEES, INCLUDING ALL MANAGERS, THAT THE LEVEL 4 OF THE PAR MUST BE APPLIED STRICTLY. THIS PERFORMANCE LEVEL DESCRIBES AN EMPLOYEE WHO MEETS ALL ESTABLISHED STANDARDS FOR THE POSITION, WHO IS RELIABLE AND DEPENDABLE, AND WHO IS PERFORMING FULLY SATISFACTORILY. EMPLOYEES WHO ARE RATED AT THIS PERFORMANCE LEVEL HAVE EVERY REASON TO BE PLEASED WITH THEIR ACCOMPLISHMENTS. IN ASSIGNING HIGHER PERFORMANCE RATING LEVELS, RATING OFFICIALS ARE TO EVALUATE THE EMPLOYEE'S PERFORMANCE IN LIGHT OF THE NARRATIVE DESCRIPTIONS OF THE MEANING OF THE NUMBERS AND MUST DESCRIBE, IN THE NARRATIVE PORTION OF THE PAR, THE SPECIFIC ACCOMPLISHMENTS WHICH MERIT A HIGHER RATING.

4. WE WOULD EXPECT TO SEE MORE ORGANIZATION EMPLOYEES RATED AT THE 4 LEVEL AND FEWER EMPLOYEES RATED AT THE 7 LEVEL. RATING OFFICIALS SHOULD PAY PARTICULAR ATTENTION TO THE PERFORMANCE STANDARDS SET FOR HIGH-GRADE EMPLOYEES FOR WHOM PERFORMANCE BEYOND THE NORM HAS TENDED TO BE EXPECTED. SINCE HIGHER-GRADED EMPLOYEES GENERALLY HAVE MORE RELEVANT EXPERIENCE THAN LOWER-GRADED EMPLOYEES, THE STANDARDS FOR FULLY SATISFACTORY PERFORMANCE SHOULD BE HIGHER ALONG WITH GREATER EXPECTATIONS. ONLY WHEN THEY

CONFIDENTIAL

CONFIDENTIAL

STAFF

82 0184308

ACR

PAGE 003

TOT: 300140Z DEC 82

DIRECTOR 426522

HAVE EXCEEDED THE HIGH STANDARD OF EXPECTATION SHOULD A HIGHER PERFORMANCE RATING LEVEL BE ASSIGNED AND, AGAIN, WITH A STATEMENT OF THE SPECIFIC ACCOMPLISHMENTS WHICH MERIT THE RATING.

5. THE DIRECTOR HAS ASKED THE EXECUTIVE DIRECTOR AND THE DIRECTOR OF PERSONNEL TO CONTINUE TO MONITOR AND REVIEW THE PERFORMANCE APPRAISAL SYSTEM AND THE ASSIGNMENT OF RATING LEVELS, AND TO REPORT ON THE PROGRESS MADE IN RESTORING THE INTEGRITY OF THIS VERY IMPORTANT ASPECT OF OUR PERSONNEL MANAGEMENT SYSTEM. HE ALSO WANTS THE CAREER SERVICE PANELS AND BOARDS TO MONITOR THE SYSTEM IN THEIR CAREER SERVICES AND TO FLAG THOSE RATERS WHO CONSISTENTLY RATE THEIR EMPLOYEES HIGH.

6. IN ADDITION, HE HAS ASKED THE DIRECTOR OF PERSONNEL TO REVISE THE CURRENT REGULATORY REQUIREMENTS FOR SPECIFIC NUMERIC RATINGS FOR ELIGIBILITY FOR AWARDS, RANK STIPENDS, OSI'S, SENIOR SERVICE SCHOOL NOMINATIONS AND THE LIKE WHERE THESE REQUIREMENTS TEND TO ESCALATE RATINGS.

7. BY EXERCISING OUR RESPONSIBILITIES AS SUPERVISORS, MANAGERS AND ORGANIZATION EMPLOYEES, WE CAN ESTABLISH A CREDIBLE PAR SYSTEM. BY FOLLOWING THE DIRECTION GIVEN TO THIS MESSAGE, WE SHOULD SEE THE AVERAGE PERFORMANCE RATING LEVEL OF ORGANIZATION EMPLOYEES REACH A MORE APPROPRIATE, MEANINGFUL AND REALISTIC LEVEL. CHIEFS OF STATION AND BASE ARE ASKED TO JOIN US IN MEETING THIS CHALLENGE. [REDACTED] DECL OADR ALL CONFIDENTIAL. >  
ORIG: DD/PA&E [REDACTED]; COOR: SSA/DDA [REDACTED] DC/CMS.  
AF/SS, EA/SS, EUR/SS, LA/SS, NE/SS, SE/SS, DCD/SS, DDSET/AS,  
SSA/DCO, FR/SS, RLSD: D/OP (GLERUM).

END OF MESSAGE

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OUTGOING MESSAGE